

CHAPTER 6. DEVELOPING FINANCIAL HUMAN RESOURCES

GOAL: *Build and maintain a highly qualified financial management workforce in the Department to support program managers' financial management needs.*

The decade of the 1990s brought significant legislation and organizational rightsizing to the federal community. Both rightsizing and the legislative requirements of the CFO Act, GPRA, and GMRA have increased the demands on financial management personnel. With the advent of a new decade, it is imperative that personnel responsible for the administration of the Department's financial resources continuously develop and upgrade their skills so that they can meet the challenges imposed by internal and external forces.

To assist the Department financial management personnel in achieving the skills needed to operate in a changing environment, the Department is committed to developing and maintaining a cadre of highly skilled financial management personnel. To that end, and to ensure a strong and effective financial management program, the Interior CFO Council provides guidance to the Office of Financial Management in developing an overall training and development plan for the Department.

To facilitate the development and implementation of a training and development plan, the Department has designated a Training Coordinator within the Department of the Interior University (DOIU) to work with the Office of Financial Management to implement the plan. The DOIU delivers services through:

- DOIU Learning Centers located in Washington, D.C.; Anchorage, Alaska; Denver, Colorado; and Albuquerque, New Mexico.
- DOIU On-line Learning Center, provides new delivery methods (e.g., distance learning, Internet training) to enable the Department to reach more employees - any time, any place and at any pace.
- DOIU Leadership Institute manages the Department's formal career development programs—the Team Leadership Program (TLP), the Senior Executive Service Career Development Program (SESCDP), and the Acquisition Intern Programs (AIP). The Institute manages the AIP on a governmentwide and departmentwide basis.

The Training Coordinator directs the Department's Financial Management Training and Development Program (FMTDP), schedules financial management training, locates and reserves training sites, identifies instructors and on-the-job training experiences, tracks and records participants' training, reviews and maintains participant's Individual Development Plans (IDPs), prepares and distributes training certificates, and monitors and responds to program evaluation and feedback. The Training Coordinator also serves as the Department's liaison to the governmentwide CFO Council for Human Resources, the Joint Financial

Management Improvement Program (JFMIP), the Association of Government Accountants, the Training Officers Conference, the American Association for Training and Development, and professional organizations related to financial management.

The focus of the FMTDP Training Coordinator is to improve the skill levels and increase the availability of personnel throughout the Department to support financial management functions and to better serve the financial management needs of program managers and other responsible for carrying out the mission of the Department. Improvement will be made in two areas:

- Sponsoring comprehensive training programs in financial management that deliver effective training to financial managers and their staff throughout the Department to improve the skills and knowledge to enable financial management personnel to perform their jobs in an excellent manner.
- Increasing the availability and diversity of qualified accounting, financial systems, and other financial personnel to ensure adequate human resources are available to carry out financial management responsibilities.

Sponsoring Comprehensive Training Programs in Financial Management

The primary objective of the Financial Management Training and Development Program is to provide proper training and professional development opportunities to financial management personnel so that they are properly prepared to carry out their growing responsibilities. The Department's training program provides information on external training courses, provides cost effective training to Interior bureau personnel through the use of internal instructors or external instructors, and develops special training programs to address individual bureau needs.

The Department will expand the training and development program over the next five years by developing a comprehensive training program built on the JFMIP core competencies, aggressively publicizing financial management and related training opportunities and encouraging employees to avail themselves of personal and professional development opportunities. The Department, through the program, will prepare new financial management employees for current and future challenges in financial management and enhance the financial management skills of senior financial managers. To assist in that effort, the Department will offer an array of training in accounting, governmental accounting, budgeting, financial analysis, project management, team building, and problem solving techniques. The program continually analyzes training results and makes appropriate curriculum revisions and reports periodically on the results of the financial management training and development program to Bureau CFOs, DCFOs, and Finance Officers.

FY 2000 Accomplishments

- *Financial Statement Preparation Seminar:* The Finance Officers' Partnership sponsored the Department's first Financial Statement Preparation Seminar. Approximately 85 Department personnel attended the June 2000 seminar which was designed to provide Interior-specific training on financial statement preparation and related topics for all

those responsible for the preparation and audit of the annual financial reports at the bureau or the departmental level. Seminar attendees overwhelmingly rated the seminar as very good or excellent.

- *Web Site for Course Offerings:* The Office of Financial Management home page (<http://www.doi.gov/pfm/training.html>) was used to disseminate course offerings to the Department and other agencies. The home page was also used to advertise and register participants for the June 2000 seminar.
- Conducted a departmentwide survey on training needs for FY 2000 with special emphasis on the top five critical training needs. These include:
 1. Interior Standard General Ledger
 2. External Reporting, A-34 and A-11
 3. External Reporting, SF-224
 4. Systems - FFS Organizational Applications
 5. Vendor audit and payment
- Continued to promote the use of the governmentwide CFO Human Resources Committee core competencies for budget analysts, accountants, and financial managers in career development planning published by JFMIP.
- Conducted training courses in the following subject areas:
 - Performance Management and Budgeting
 - Standard General Ledger
 - Cost Accounting
 - Budget Formulation and Execution
 - Budget Analyst Workshop
- Trained 176 staff members at DOIU's Washington, Denver, and Albuquerque Learning Centers. The smaller number of staff members trained is a result of two factors:
 1. The Financial Management Training Coordinator retired in 1999. The position was not filled until April 2000.
 2. In FY 2000, special emphasis was given to training 85 departmental personnel in financial statement preparation during a four day seminar in June 2000.
- Provided training to National Business Center customers in the following areas:
 - Hyperion End User and Reporting Training
 - Use of FFS
- Established a cooperative agreement with a local university for a student intern in financial management.

Planned Actions

FY 2001 Planned Activities

- Based on the needs identified in the training survey conducted in FY 2000, provide and/or sponsor training in the following core curriculum areas:
 - Appropriations Law
 - Federal Accounting Standard Advisory Board Standards
 - Dollars and Sense
 - SGL
 - Vendor Audit and Payments
 - FACTS II
- Work with the National Business Center, bureau finance officers, and bureau budget officers to develop a cross training program related to the Federal Financial Systems (FFS) to provide comprehensive training in the functions and features of the software and how it is implemented in the Department.
- Depending on resource availability, the following additional training will be considered:
 - Budgetary Resources Reporting
 - Budget Formulation and Execution
 - Budget and Accounting for Non-Financial Managers
 - Principles of Accounting
 - Cost Accounting
 - DOI Budget Process
- Link the Department's financial management community to other sites providing information on training and career development in federal financial management through the Department's Office of Financial Management web site.
- Work with the Department of Treasury's Center for Applied Financial Management to develop a one day overview of federal financial management for program managers.
- Promote the use of more seminars and workshops sessions lead by the Department's financial management personnel to facilitate working group training, new idea development, and sharing of best practices.

FY 2002 and Beyond Planned Activities

- Encourage the use of nontraditional approaches to provide additional training and career development opportunities for the Department's financial management community. Opportunities should be available for entry level, mid level, and senior level personnel (FY 2002).
- Develop a formal process using the Individual Development Plans (IDP) to ensure that financial management personnel receive cross training. Use the certification component of the Financial Management Training and Development Program to ensure that department bureau finance and budget officers cross-train and cross-utilize financial management managers and staff (FY 2002).

- Work with Office of Personnel Management and the Department's Office of Personnel Policy to establish the CFO Council's core competencies for financial management as the criteria for job selection, promotion, and training (FY 2002).
- Encourage and support participation in the Department's Team Leadership Program (TLP) and Senior Executive Leadership Program (SESCDP).

Increase the Availability and Diversity of Qualified Accounting, Financial Systems, and Other Financial Personnel

The second focus of the Human Resource Program is to support the need for additional qualified accounting, financial systems, and other financial personnel to fill critical vacancies anticipated over the next few years. Currently, the Department has over 50 vacant positions and can expect additional vacancies as a result of expected retirements by financial management personnel over the next several years. The plan will be to build and increase the quality, availability and diversity of entry level personnel and to improve the recruitment of mid and senior level staff. This support will include establishing a Financial Management Intern Program to recruit and train entry level individuals for professional careers in accounting and financial management in the Department and bureaus. This is a new program for the Department and will take advantage of the knowledge of the DOIU in developing and managing such programs and programs established on a governmentwide basis such as those being established by the CFO Human Resources Committee.

FY 2000 Accomplishments

- Partnered with the CFO Human Resources Committee in the newly formed CFO Recruitment Consortium. Joined the first governmentwide recruitment effort to recruit top quality entry level personnel for the federal financial management community. Recruitment efforts will continue through the fall and early winter of 2000/2001. This is expected to be an annual event.
- Began efforts to coordinate a departmental financial management recruitment effort to fill current vacancies in the Washington D.C. and Denver areas.
- Established a cooperative agreement with a local university for a student intern in financial management.

Planned Actions

FY 2001 Planned Activities

- Explore with the Department's financial management community ways to increase the knowledge and skills of the current workforce or retrain the current workforce where trends show specific jobs will disappear or be transformed.
- Establish an ongoing relationship with local colleges and universities in the Washington D.C. and Denver areas to provide a continuous vehicle for qualified financial management personnel to join the Department and/or the federal workforce.

- Develop and use Interior recruitment materials for careers in financial management (accountants and financial analysts).
- Continue to work with local universities, nonprofit student placement agencies, the Department's Human Resource Division, and budget offices to recruit junior persons to student internship positions in financial management.
- Continue to partner with the CFO Human Resources Committee to recruit top quality entry level personnel for the Department's financial management community.
- Design the entry level intern program managed by the DOIU including: duration of the program, target population for selection, rotational assignments, number of hours of technical and nontechnical training, mentors, full performance level of graduates, and the budget for consideration by the Interior CFO Council.
- Design mid and senior level recruitment program with phased-in approach to provide sources for filling mid and senior level positions as they open up due to retirements or departures.

FY 2002 Planned Activities

- Develop curriculum for training the interns and implement a financial management intern program under the DOIU, if approved by the CFO Council with a pilot class for 2002.
- Develop brochures for marketing the program.
- Improve the management of the vacancy announcement and selection process through a more coordinated recruiting program within the Department.
- Implement the first phase of the mid and senior level recruitment program.

FY 2003 and Beyond Planned Activities

- Conduct the first class of financial management interns.
- Hold orientation, develop IDPs, assign mentors, and begin training and rotational assignments.
- Design and implement a financial management mentoring program at all levels.
- Implement additional phases of the mid and senior level recruitment program.